



# General Assembly

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## Proposed programme budget for 2025

### Programme planning

## Proposed programme budget for 2025

### Part IV

### International cooperation for development

### Section 11

## United Nations system support for the African Union's Agenda 2063: The Africa We Want

### Programme 9

### United Nations system support for the African Union's Agenda 2063: The Africa We Want – strategic partnership for progress towards implementation

### Commitment to the subsequent implementation plans of Agenda 2063

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\* A/79/50.

\*\* In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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\*\*\* In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

## A. Proposed programme plan for 2025 and programme performance in 2023

### Overall orientation

#### Mandates and background

- 11.1 The Office of the Special Adviser on Africa supports the Secretary-General in ensuring a coherent and integrated approach to United Nations support for Africa; promoting greater coherence in the work of the United Nations system and the African Union in support of Agenda 2063; following up on the implementation of all relevant global summit and conference outcomes of the United Nations relating to Africa; coordinating and guiding the preparation of Africa-related reports and input; initiating reports on critical issues affecting Africa; monitoring the implementation of Sustainable Development Goal commitments made towards Africa's development; and coordinating global advocacy in support of the African Union's Agenda 2063: The Africa We Want. The Economic Commission for Africa (ECA) is responsible for promoting the economic and social development of its member States, fostering intraregional integration and promoting international cooperation for the development of Africa. ECA is mandated to operate at the regional and subregional levels to harness United Nations assets and bring them to bear on Africa's priorities. ECA places a special focus on collecting up-to-date and original regional statistics in order to ground its policy research and advocacy in clear objective evidence; promoting policy consensus; and providing capacity development and advisory services. The Department of Global Communications raises international awareness of the economic, political and social situation in Africa, as well as of the efforts made by Africa, the United Nations and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development (NEPAD) and the achievement of the Goals. The mandates of the Office, ECA and the Department derive from the priorities established in relevant resolutions and decisions, including General Assembly resolutions [32/197](#), [57/7](#), [57/300](#), [61/296](#), [66/293](#) and [78/244](#) and Economic and Social Council resolutions [671 \(11V\) A](#) and 1998/46.

#### Strategy and external factors for 2025

- 11.2 In 2024, African States will spend, on average, 17 per cent of revenue on debt repayment, while continued high interest rates will make the current model of borrowing to fund development prohibitive. In 2025, the programme will focus on promoting initiatives to enhance resilience at all levels, in particular through investment in institutional infrastructure and the development of capacities that enable African countries to effectively prevent and mitigate the impact of external shocks and address the root causes of debt unsustainability. To this end, the programme will continue to engage with partners and stakeholders to advance its new narrative on Africa – one that reflects and strengthens Africa's role as a key stakeholder and a vital player in the global arena; that brings to the global debate issues that are key for Africa's development, such as domestic resource mobilization, energy access and digitalization; and that is of Africa and from Africa, to be fully embraced within the United Nations and beyond.
- 11.3 The implementation of the programme's strategy is guided by the vision of an empowered Africa that drives its own development to fulfil its potential as a continent of hope, opportunities and prosperity, with the support of the international system. The programme will increase its data capacities and knowledge base, to feed advisory services, awareness-raising, communications and advocacy that mobilize the United Nations system, African Member States, international partners, civil society and the private sector at the global and regional levels with regard to the transformative vision of the African Union and in support of the joint implementation of the 2030 Agenda for Sustainable Development and Agenda 2063.
- 11.4 The Office, ECA and the Department of Global Communications will continue to promote the new narrative through coordinated and complementary action in policy analysis and innovation, research and development, advocacy, communications, global and regional coordination, monitoring and

evaluation and support for Member States. The strategic agenda, developed in consultation with the Group of African States and other stakeholders, continues to guide the programme activities in six cluster areas identified as key for Africa's development because of their multiplying impact: shifting the paradigm on financing for development; achieving sustainable development to deliver durable peace; governance, resilience and human capital; science, technology and innovation; industrialization, the demographic dividend and trade, with a focus on the African Continental Free Trade Area; and a balanced energy mix and climate adaptation. Considering the crucial role that young people play in the continent's development, special attention will be given to promoting youth-focused policies and proposals under each cluster area.

- 11.5 With regard to cooperation with other entities at the global, regional, national and local levels, the programme will continue to work closely with African Member States and African Union institutions as its main partners, in particular with the African Union Commission, the secretariat of the African Union Development Agency-NEPAD, the regional economic communities, the African Peer Review Mechanism and the African Capacity-Building Foundation, among others. In addition, the programme will continue to promote partnerships with an array of Member States, international organizations, civil society, the private sector, academia, think tanks and the African diaspora to enhance common approaches and synergies in their efforts to support Africa's development in the key areas identified in the programme's strategy.
- 11.6 With regard to inter-agency coordination and liaison, the programme will ensure strategic-level coordination among United Nations entities through the interdepartmental task force on African affairs by identifying priorities for building forward and building better, promoting results-based planning to develop the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development and monitoring the implementation of the agreed plans and priorities. The Regional Collaborative Platform for Africa will ensure operational-level coordination among United Nations entities in the field and with the resident coordinator system, bringing the areas of work where strategic guidance is needed, or gaps are identified to the attention of the task force and providing the data and information necessary for the identification of priorities and the monitoring of the work of the United Nations.
- 11.7 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
  - (a) African countries continue to guide their priorities towards implementing Agenda 2063;
  - (b) International partners continue to support Africa's sustainable development through financial contributions, technical support and policy frameworks that support African ownership and empowerment;
  - (c) The partnership between the United Nations and the African Union is further strengthened through the continued implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, the renewed approach to the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, and the adoption of the African Union-United Nations Framework on Human Rights;
  - (d) International organizations and partners are committed to the implementation of multi-stakeholder projects and programmes in support of the 2030 Agenda, Agenda 2063, and the priorities of African countries;
  - (e) United Nations entities actively engage in the interdepartmental task force on African affairs and the Regional Collaborative Platform for Africa;
  - (f) External stakeholders and potential partners, including media organizations, academic institutions, civil society organizations and creative communities, continue to engage with the programme's priorities;
  - (g) Member States and partners continue to advocate for and find joint solutions to mitigate the impacts of external shocks on Africa.

- 11.8 The programme integrates a gender perspective into its operational activities, deliverables and results, as appropriate. Subprogramme 1 incorporates a gender perspective into its analytical and policy documents as well as its advocacy activities, with a specific focus on the relevance of issues relating to peace, security and development for the empowerment of women and girls. It actively participates in and co-organizes side events on gender equality and issues relating to the empowerment of women during the annual sessions of the Commission on the Status of Women. Subprogramme 2 integrates a gender perspective with respect to the development and delivery of United Nations support for the implementation of the priorities of the African Union, including the use of sex-disaggregated statistics, and addressing the effects of the coronavirus disease (COVID-19) on the employment of women and increase in domestic violence. Subprogramme 3 promotes gender equality and the empowerment of women by producing and disseminating communications products, through *Africa Renewal* platforms, that counter stereotypes and discrimination against women, and by promoting a balanced presence of women and men in all its multimedia products, promotional campaigns and events.
- 11.9 In line with the United Nations Disability Inclusion Strategy, the programme will promote analysis, policy recommendations and proposals that specifically foster the inclusion of persons with disabilities and will take the measures necessary to increase the accessibility of its products and events.

### Legislative mandates

- 11.10 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

#### *General Assembly resolutions*

<a href="#">32/197</a>	Restructuring of the economic and social sectors of the United Nations system	<a href="#">70/1</a>	Transforming our world: the 2030 Agenda for Sustainable Development
<a href="#">57/2</a>	United Nations Declaration on the New Partnership for Africa's Development	<a href="#">71/254</a>	Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027
<a href="#">57/7</a>	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	<a href="#">75/233</a>	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
<a href="#">57/300</a>	Strengthening of the United Nations: an agenda for further change	<a href="#">76/236</a>	Programme planning
<a href="#">61/296</a>	Cooperation between the United Nations and the African Union	<a href="#">77/170</a>	Ensuring access to affordable, reliable, sustainable and modern energy for all
<a href="#">63/1</a>	Political declaration on Africa's development needs	<a href="#">78/263</a>	Promotion of durable peace through sustainable development in Africa
<a href="#">69/313</a>	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)		

#### *Security Council resolutions*

<a href="#">1197 (1998)</a>	<a href="#">2282 (2016)</a>
<a href="#">2033 (2012)</a>	<a href="#">2457 (2019)</a>

#### *Economic and Social Council resolutions*

<a href="#">1998/46</a>	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	<a href="#">2022/25</a>	Progress in the implementation of General Assembly resolution <a href="#">75/233</a> on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
<a href="#">2022/6</a>	Social dimensions of the New Partnership for Africa's Development		

**Subprogramme 1**  
**Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063**

*General Assembly resolutions*

<a href="#">53/92</a> ; <a href="#">54/234</a> ; <a href="#">57/296</a>	The causes of conflict and the promotion of durable peace and sustainable development in Africa	<a href="#">74/302</a> ; <a href="#">76/298</a>	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
<a href="#">58/233</a> ; <a href="#">78/262</a>	New Partnership for Africa's Development: progress in implementation and international support	<a href="#">75/327</a>	Implementation of the recommendations contained in the report of the Secretary-General on the promotion of durable peace and sustainable development in Africa
<a href="#">66/293</a>	A monitoring mechanism to review commitments made towards Africa's development		

**Subprogramme 2**  
**Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063**

*Economic and Social Council resolutions*

<a href="#">671 (XXV) A</a>	Establishment of an Economic Commission for Africa
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**Subprogramme 3**  
**Public information and awareness activities in support of Agenda 2063**

*General Assembly resolutions*

<a href="#">78/80 B</a>	Questions relating to information: United Nations global communications policies and activities
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**Deliverables**

11.11 Table 11.1 lists all cross-cutting deliverables of the programme.

Table 11.1  
**Cross-cutting deliverables for the period 2023–2025, by category and subcategory**

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	1	1	1	1
4. The Economic and Social Council on items related to Africa's development	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
5. Africa Dialogue Series	5	5	5	5
6. Africa Day at the high-level political forum on sustainable development	1	1	1	1

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
7. Outcome document of the Africa Dialogue Series	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>
8. Fact sheets and other technical materials informing discussions for the Africa Dialogue Series	1	3	3	3
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> one quarterly joint audio product on issues relating to Africa's sustainable development.				

## Evaluation activities

- 11.12 The final evaluation of the Office's capacity-building project for Member States on the design and implementation of policies for the promotion of durable peace through sustainable development is planned for 2025.

## Programme of work

### Subprogramme 1

### Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063

### Objective

- 11.13 The objective, to which this subprogramme contributes, is to advance effective implementation of the 2030 Agenda and Agenda 2063 through coherent, integrated and effective United Nations system engagement, global advocacy and strategic partnership with African Member States and the African Union.

### Strategy

- 11.14 To contribute to the objective, the subprogramme will:
- (a) Act as the focal point for the African Union Commission and its agencies at Headquarters; support enhanced collaboration between the United Nations system and the African Union Commission, regional economic communities, the African Union Development Agency-NEPAD, the African Peer Review Mechanism and other African Union communities; and contribute to strengthening the implementation of the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development;
  - (b) Coordinate the interdepartmental task force on African affairs and monitor United Nations system support for Africa's sustainable development to promote strategic planning and programming in the United Nations system in Africa in accordance with the priorities of the African Union and African Member States as enshrined in Agenda 2063 and its Second Ten-Year Implementation Plan;
  - (c) Perform horizon scanning and analyse emerging trends, challenges and opportunities in the areas of strategic focus of the programme, as well as developing policy proposals to maximize opportunities and minimize and mitigate identified risks, through the management of data and knowledge, and promote policy innovation initiatives that have the potential to act as multiplier interventions to support Africa's sustainable development;

- (d) Assess commitments made toward Africa's development aligned with the 2030 Agenda and Agenda 2063, applying a cluster-based approach aimed at identifying challenges faced and, when appropriate, propose corrective measures;
- (e) Facilitate intergovernmental deliberations on issues relating to Africa's sustainable development and support African Member States in their participation in intergovernmental processes;
- (f) Develop and implement communication and global advocacy strategies in support of Agenda 2063, in coordination with subprogrammes 2 and 3;
- (g) Promote strategic partnerships with African Member States and African Union institutions, leveraging United Nations knowledge and capacities through technical cooperation with United Nations agencies, funds and programmes regarding flagship initiatives and projects;
- (h) Establish a fellowship programme for young African scholars and engage in new initiatives with partners to strengthen institutional capacities in policy analysis, design and monitoring.

11.15 The above-mentioned work is expected to result in:

- (a) Empowerment of African Member States to mobilize increased resources for Africa's development and maximize their impact through targeted data and evidence-based policies;
- (b) Strengthened cooperation between the United Nations system and the African Union and other African institutions, as well as increased complementarity of their activities in support of the implementation of the 2030 Agenda and Agenda 2063;
- (c) A more coherent and integrated approach by the United Nations system support for Africa to challenges affecting Africa's development that includes and addresses existing gaps and leverages opportunities through impact-focused priorities with a multiplying impact;
- (d) Stronger alignment of intergovernmental discussions with the priorities of African countries and the African Union, as well as increased integration of African perspectives into global debates and decisions;
- (e) Greater accountability of stakeholders in the implementation of commitments to Agenda 2063 and the 2030 Agenda;
- (f) Increased awareness and understanding of the international community of the perspective of the African Union and the realities and priorities of African countries.

## Programme performance in 2023

### Innovative financing solutions for durable peace and sustainable development

11.16 In 2022, 63 per cent of African countries were either at high risk or in debt distress, with collective public debt amounting to \$655.59 billion. This situation has severely limited fiscal space to utilize resources for sustainable development and essential public services. As funds are diverted to debt servicing, the ability to provide services effectively, inclusively and transparently is compromised, undermining State legitimacy, social cohesion and peace. To support African countries in facing this challenge, between 2021 and 2022 the subprogramme developed a holistic policy approach to school meals programming that went beyond the traditional focus on nutrition, health, gender equality and education. The expanded approach includes renewable energy, climate adaption and livelihood generation, which, when combined with efforts to strengthen domestic resource mobilization, can have a multiplying effect that creates fiscal space, promotes State presence and fosters trust in institutions. Building on this momentum, the subprogramme intensified advocacy efforts and, in 2023, collaborated with partners to position debt swaps as an innovative financing mechanism by redirecting debt servicing towards scaling up national school meal programmes, in order to foster peace, development and progress towards achieving the Sustainable Development Goals.

11.17 Progress towards the objective is presented in the performance measure below (see table 11.2).



Table 11.2  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
School feeding as a tool for peace and resilience building in communities affected by armed conflict leveraged through the "Pen for a Gun" campaign of the School Meals Coalition in collaboration with the Office	A notable increase in participation within the School Meals Coalition, from 23 to 29 African countries	Five requests from African States seeking policy support to develop their own domestic resource mobilization initiatives

### Planned results for 2025

#### Result 1: action for a balanced energy mix in Africa to achieve the Sustainable Development Goals

##### Programme performance in 2023 and target for 2025

- 11.18 The subprogramme's work contributed to an increased number of African States developing energy mix proposals to achieve energy access for all in Africa, with 5 countries having established national low-emission hydrogen production strategies and 18 countries engaged in the process of developing their own national strategies, which met the planned target.
- 11.19 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 11.3).

Table 11.3  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States adopted a global road map to achieve energy access for all by 2030	African Union member States adopted the African Common Position on Energy Access and Just Energy Transition	Five African countries (Algeria, Egypt, Morocco, Namibia and South Africa) established national low-emission hydrogen production strategies, while an additional 18 countries are in the process of developing their own	Member States make progress in identifying and accessing financing options for a balanced energy mix and climate adaptation priorities as outlined in their national development and universal energy access plan	African Member States actively seize financing opportunities by promoting energy efficiency measures, concurrently advancing in the utilization of their critical mineral resources for local sustainable development while making a bold contribution to global energy transition

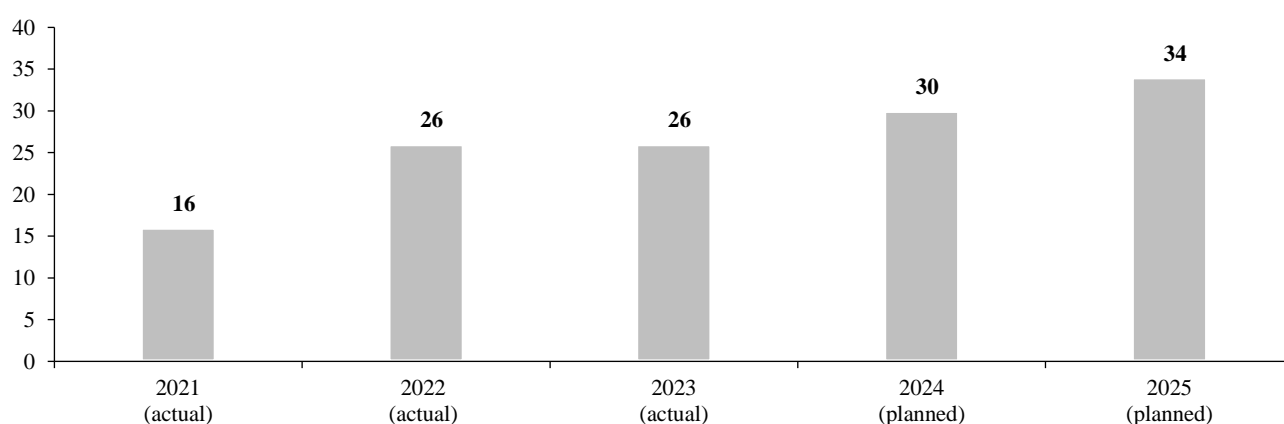
## Result 2: strong country systems for development, social cohesion and peace and stability in Africa

### Programme performance in 2023 and target for 2025

- 11.20 The subprogramme's work contributed to 26 African States adopting a whole-of-government approach to public sector digital transformation, which did not meet the planned target of 28 African States. It was not possible to assess whether the target was not met because most recent data available were from 2022, with the next data set expected in 2024.
- 11.21 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 11.I).

Figure 11.I

**Performance measure: number of African States that have a whole-of-government approach to public sector digital transformation (cumulative)**



## Result 3: digital solutions to transform financial systems and manage debt in Africa

### Proposed programme plan for 2025

- 11.22 The current financial global architecture, coupled with high interest rates, has led to high levels of indebtedness among African States that limits the fiscal space of these nations, hindering their ability to allocate resources to essential sectors and sustainable development initiatives. As identified in the subprogramme's knowledge products, the digitalization of State services for revenue collection can create efficiency gains, reduce the compliance burden and broaden the tax base. Only some 60 per cent of African States have tax e-filing or digital customs systems in place, and the continent loses at least \$116 billion annually owing to inefficient domestic resource mobilization, such as redundant tax incentives and inefficiencies in public spending.

### *Lessons learned and planned change*

- 11.23 The lesson for the subprogramme was the need to mobilize African States to adopt digital solutions for revenue collection. In applying the lesson, the subprogramme will foster collaboration and coordination among key stakeholders, including the African Union Commission, to establish a domestic resource mobilization coalition that will support countries on the continent in identifying improvements in revenue collection and spending processes using technology and digital solutions.
- 11.24 Expected progress towards the objective is presented in the performance measure below (see table 11.4).

Table 11.4  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The Group of African States endorsed the Office's proposal for strategic prioritization of domestic resource mobilization as a critical component of financing for development in Africa	ECA Conference of Ministers expressed concern that the continent's debt vulnerabilities had been exacerbated by insufficient domestic resource mobilization (resolution 982 (LIV))	General Assembly adopted specific recommendations to advance domestic resource mobilization and unlock financing for accelerating the achievement of the Sustainable Development Goals (resolution 78/262)	African Union Commission establishes a domestic resource mobilization coalition that mobilizes African States to develop strategies to alleviate the continent's debt distress and increase countries' fiscal space	Domestic resource mobilization coalition members adopt a road map targeting inefficient public spending, inefficient tax incentives, trade mispricing and tax administration deficiencies, leveraging digital solutions to strengthen national domestic resource mobilization systems

## Deliverables

11.25 Table 11.5 lists all deliverables of the subprogramme.

Table 11.5  
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>4</b>	<b>3</b>	<b>4</b>
1. Report of the Secretary-General to the General Assembly on Africa's development	1	1	1	1
2. Report of the Secretary-General to the General Assembly and the Security Council on the promotion of durable peace and sustainable development in Africa	1	1	1	1
3. Biennial report of the Secretary-General to the General Assembly on the review of the implementation of commitments towards Africa's development	1	1	—	1
4. Report of the Secretary-General to the Committee for Programme and Coordination on the United Nations system support for Agenda 2063	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
5. Meetings of the General Assembly	3	3	3	3
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>—</b>	<b>—</b>	<b>—</b>	<b>1</b>
6. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy	—	—	—	1
<b>Seminars, workshops and training events</b> (number of days)	<b>10</b>	<b>12</b>	<b>12</b>	<b>12</b>
7. Workshops on Africa's sustainable development, peace and security	4	4	6	6
8. Seminars of the research network	6	8	6	6
<b>Publications</b> (number of publications)	<b>6</b>	<b>6</b>	<b>20</b>	<b>22</b>
9. On Africa's sustainable development, including financing for development, promotion of durable peace, governance, resilience and human capital, science, technology and innovation, industrialization, and energy and climate action	6	6	20	22

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>Technical materials</b> (number of materials)	<b>30</b>	<b>30</b>	<b>11</b>	<b>11</b>
10. On Africa's sustainable development, including financing for development, promotion of durable peace, governance, resilience and human capital, science, technology and innovation, industrialization, and energy and climate action	30	30	10	10
11. Online training course on links between peace and development	—	—	1	1

### C. Substantive deliverables

**Consultation, advice and advocacy:** consultations and strategic-level coordination with African Union institutions; consultations on an annual results-oriented workplan for the interdepartmental task force on African affairs; evidence-based and data-driven advice and policy proposals provided to United Nations leadership and African Member States, including monthly briefings focused on trends, foresight and policy analysis, as well as quarterly briefings and materials in support of the participation of African Member States in intergovernmental processes; and advocacy products focused on the prioritization of policy proposals aimed at supporting Africa's transformational agenda, including panels, round tables and side events during the Economic and Social Council youth forum, the high-level political forum on sustainable development and other major United Nations conferences aimed at an audience of approximately 200 participants (government and academia) for each advocacy event, and at least 4 advocacy videos.

**Databases and substantive digital materials:** online knowledge repository with digital copies of the work of the Office of the Special Adviser on Africa in at least 4 official languages of the United Nations; United Nations monitoring mechanism database; data on United Nations action in Africa made available to complement the Office's reporting mandate; database of African think tanks and non-governmental organizations; and online country dashboards for African members of the Security Council and the Peacebuilding Commission.

### D. Communication deliverables

**Outreach programmes, special events and information materials:** awareness-raising events, including the Africa's Youth Voices initiative; and outreach campaigns, including audiovisual materials on key issues affecting Africa's sustainable development.

**External and media relations:** press releases, press conferences and media dialogues on issues relating to Africa's sustainable development, peace and security and human rights in Africa.

**Digital platforms and multimedia content:** Office of the Special Adviser on Africa website and social media with updated content in at least 4 official languages of the United Nations; multimedia documents in all United Nations official languages; and communication and multimedia content that meet the full accessibility standards issued by the Office.

## Subprogramme 2

### Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063

#### Objective

- 11.26 The objective, to which this subprogramme contributes, is to accelerate the integrated implementation of Agenda 2063 and the 2030 Agenda through United Nations system-wide coherence and collaboration and to enhance capacities of African Union organs and agencies, in particular the African Union Commission, the African Union Development Agency-NEPAD and the regional economic communities, at the regional and subregional levels.

#### Strategy

- 11.27 To contribute to the objective, the subprogramme will:
- Conduct policy research and analysis on African Union priorities and transboundary issues relevant to Africa's regional transformation and integration, and disseminate the findings across the five subregions of Africa;
  - Provide technical assistance and advisory services within the framework of Agenda 2063 and the 2030 Agenda, taking into account the United Nations-African Union cooperation frameworks and the African Union strategic priorities, including the Second Ten-Year Implementation Plan;

- (c) Support the African Union Development Agency-NEPAD in the context of continental priorities in collaboration with subprogrammes 1 and 2, and build the capacity of subregional entities to formulate strategies for the integrated implementation of development priorities of regional economic communities and intergovernmental organizations in collaboration with ECA subprogrammes;
- (d) Work under the architecture of the Regional Collaborative Platform for Africa, with the opportunity and issue-based coalitions, to promote coherent United Nations system-wide support for the African Union and for resident coordinators and United Nations country teams towards the realization of Agenda 2063 and the 2030 Agenda.

11.28 The above-mentioned work is expected to result in:

- (a) Increased and more effective United Nations support for the African Union and its development priorities as reflected in Agenda 2063;
- (b) Development and implementation by Member States of their national development priorities, aligned with global and regional frameworks on sustainable development.

### Programme performance in 2023

#### Strengthened United Nations-African Union collaboration to accelerate the integrated implementation of Agenda 2063 and Agenda 2030

11.29 Agenda 2063 is a shared strategic vision for inclusive growth and sustainable development for Africa to be realized over a period of 50 years. To translate the vision into concrete action and ensure effective and coordinated implementation, the African Union developed the First Ten-Year Implementation Plan covering the period 2014–2023. With the First Ten-Year Implementation Plan concluding in 2023, there was a need to conduct an evaluation to assess progress towards set goals, targets and indicators. As a core member of the African Union-United Nations technical working group on the preparation and monitoring of the First Ten-Year Implementation Plan, the subprogramme actively contributed to the evaluation process by participating through desk reviews of the assessment, analysis of national consultation reports, and the drafting of sections of the evaluation report on thematic focus areas of regional integration, macroeconomics and climate change, as well as the lessons learned from the First Ten-Year Implementation Plan. The key findings and recommendations from the evaluation of the First Ten-Year Implementation Plan were validated by the African Union Executive Council. Furthermore, the recommendations also informed the development of the Second Ten-Year Implementation Plan by the African Union Heads of State in February 2024.

11.30 Progress towards the objective is presented in the performance measure below (see table 11.6).

Table 11.6  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
The objectives, scope and methodology for the evaluation of the First Ten-Year Implementation Plan of Agenda 2063 endorsed by the African Union	The multi-stakeholder technical working group undertook data collection and analysis and prepared country reports	The recommendations from the evaluation of the First Ten-Year Implementation Plan validated by the African Union and informed the development of the Second Ten-Year Implementation Plan spanning the period 2024–2033

## Planned results for 2025

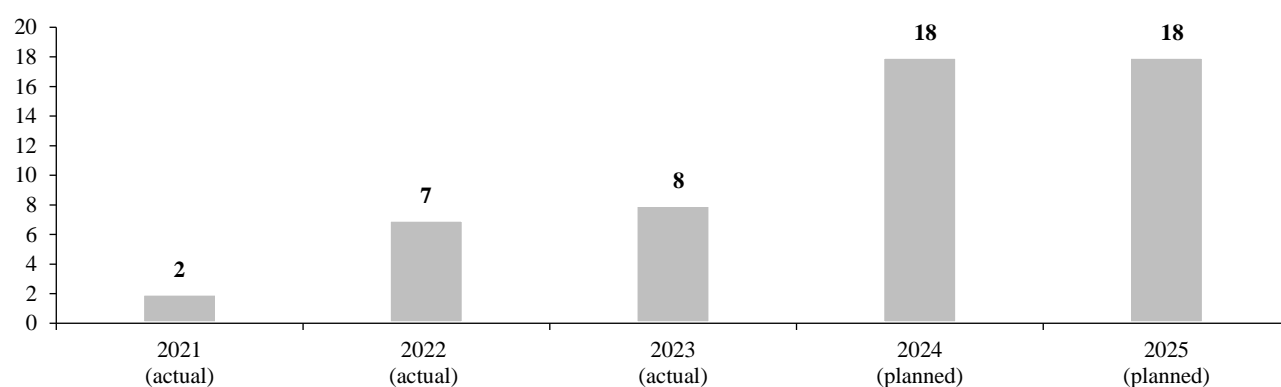
### Result 1: enhanced action by African countries on energy access and climate adaptation

#### Programme performance in 2023 and target for 2025

- 11.31 The subprogramme's work contributed to the development of one additional regional strategy to promote energy access and climate adaptation for a cumulative total of eight, which exceeded the planned target of six.
- 11.32 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 11.II).

Figure 11.II

**Performance measure: number of national and regional strategies developed to promote energy access and climate adaptation (cumulative)**



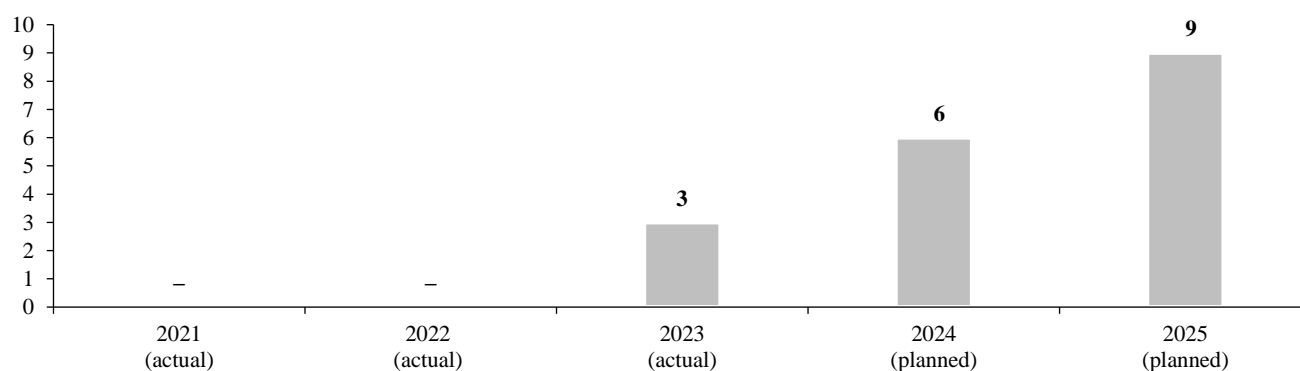
### Result 2: accelerated progress towards the 2030 Agenda and Agenda 2063 at the regional, subregional and national levels through an integrated approach

#### Programme performance in 2023 and target for 2025

- 11.33 The subprogramme's work contributed to the adoption of three integrated initiatives at the regional level to accelerate progress towards the 2030 Agenda and Agenda 2063, which met the planned target.
- 11.34 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 11.III).

Figure 11.III

**Performance measure: number of integrated initiatives adopted by national or subnational authorities or at the regional level to accelerate progress towards the 2030 Agenda and Agenda 2063 (cumulative)**



### Result 3: long-term strategies for debt management in Africa

#### Proposed programme plan for 2025

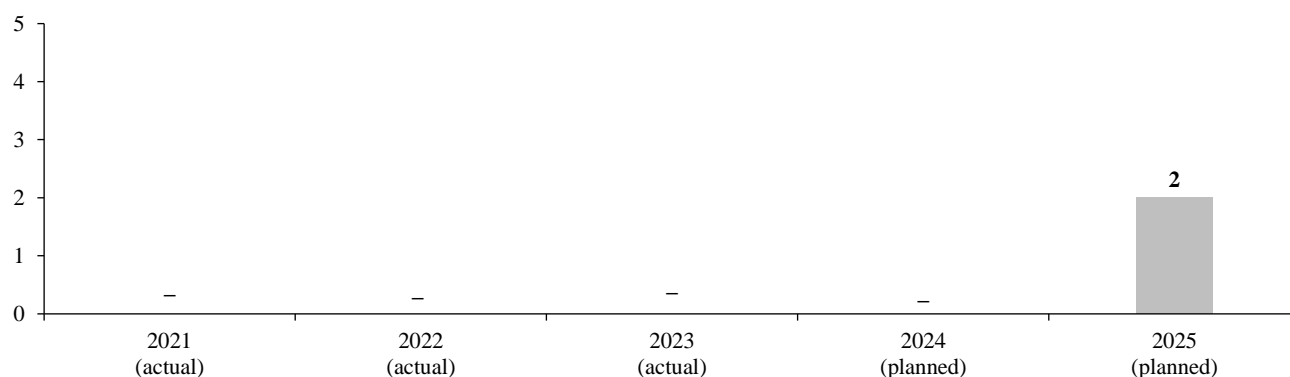
- 11.35 Since 2010, Africa's debt has increased by some 187 per cent, while gross domestic product (GDP) grew by only approximately 43 per cent over the same period. With 18 countries having a debt-to-GDP ratio of more than 70 per cent, most are either at risk of or already in debt distress. Debt repayment has overtaken spending on social services such as health and education and development, with most countries spending a greater proportion of their revenue (which are already low, at 16.6 per cent of GDP) on interest payments.

#### *Lessons learned and planned change*

- 11.36 The lesson for the subprogramme was the need to support ECA member States in developing longer-term strategies to manage debt, given that, in many countries, fiscal policy focuses primarily on short-term interventions to reduce fiscal deficit without sufficient consideration given to debt sustainability in the medium or long term. In applying the lesson, the subprogramme will provide policy advice and technical assistance to promote a more strategic approach to fiscal policy, guided by a longer-term strategy with debt targets that integrate the policy trade-offs between debt sustainability and development goals. The subprogramme will conduct research to assess debt servicing capacity and the impacts of debt on development, and hold policy dialogues and technical workshops, in partnership with the African Union and its agencies.
- 11.37 Expected progress towards the objective is presented in the performance measure below (see figure 11.IV).

Figure 11.IV

**Performance measure: number of Economic Commission for Africa member States that develop longer-term strategies to manage debt in an integrated manner**



#### Deliverables

- 11.38 Table 11.7 lists all deliverables of the subprogramme.

Table 11.7

**Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory**

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>
Reports on:				
1. United Nations support for the African Union and its NEPAD programme to the Conference of African Ministers of Finance, Planning and Economic Development	1	1	1	1
2. The annual session of the Regional Collaborative Platform for Africa (expert body)	1	1	1	1
3. The retreat of the Regional Collaborative Platform for Africa and joint secretariat (expert body)	1	1	1	2
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>11</b>	<b>11</b>	<b>18</b>	<b>16</b>
4. Meeting of the Conference of Ministers	1	1	1	1
5. Africa Regional Forum on Sustainable Development	1	1	1	1
6. Retreat of the Regional Collaborative Platform for Africa and joint secretariat	1	1	8	6
7. Meetings on capacity development and partnerships related to Agenda 2063 and the 2030 Agenda	8	8	8	8
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>–</b>	<b>2</b>	<b>1</b>
8. On the African Union and its agencies including the African Union Development Agency-NEPAD	1	–	2	1
<b>Seminars, workshops and training events</b> (number of days)	<b>8</b>	<b>2</b>	<b>4</b>	<b>9</b>
9. Workshops relating to debt, climate and energy	8	2	4	9
<b>Publications</b> (number of publications)	<b>5</b>	<b>2</b>	<b>4</b>	<b>4</b>
10. Progress report of the Regional Collaborative Platform for Africa	1	1	1	1
11. Progress report of the African Union-United Nations frameworks and initiatives	1	1	1	–
12. On topics specific to the work of the Regional Collaborative Platform for Africa	1	–	–	–
13. On Agenda 2063 and the 2030 Agenda	1	–	1	–
14. On topics relating to African Union organs and agencies	1	–	1	–
15. On topics relating to Africa's development issues regarding debt, energy and climate change	–	–	–	3
<b>Technical materials</b> (number of materials)	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>
16. On African development issues, including debt, climate and energy	1	–	1	2
17. On implementation of Agenda 2063 and the 2030 Agenda	2	2	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advisory services, upon request, relating to integrated implementation of Agenda 2063 and the 2030 Agenda for ECA member States, the African Union Commission, the African Union Development Agency-NEPAD and the six regional economic communities; and advocacy relating to capacity-building support for the African Union in the context of United Nations-African Union frameworks.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> pamphlets, booklets and celebrations and commemorations of special events and exhibits.				
<b>Digital platforms and multimedia content:</b> website with up-to-date content on the work of the subprogramme.				

**Subprogramme 3**
**Public information and awareness activities in support of Agenda 2063**
**Objective**

- 11.39 The objective, to which this subprogramme contributes, is to achieve the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa.



## Strategy

11.40 To contribute to the objective, the subprogramme will:

- (a) Develop global comprehensive editorial plans on priority issues affecting Africa, including generating support in Africa and beyond for the African Union Development Agency-NEPAD, and the implementation of the Agenda 2063 and the 2030 Agenda, as well as in support for the work of subprogrammes 1 and 2 and their advocacy strategies. This is under the umbrella of the strategy of the Africa Section of the Department of Global Communications and in line with the global communications strategy;
- (b) Produce external communications content, including through the *Africa Renewal* digital platforms, media advisories and other public information, for use by external media, both African and international, and provide external communications support to the Office;
- (c) Produce or translate select content into languages such as French and Kiswahili.

11.41 The above-mentioned work is expected to result in enhanced awareness of key thematic issues of the African Union Development Agency-NEPAD and other issues relating to economic recovery and sustainable development in Africa.

## Programme performance in 2023

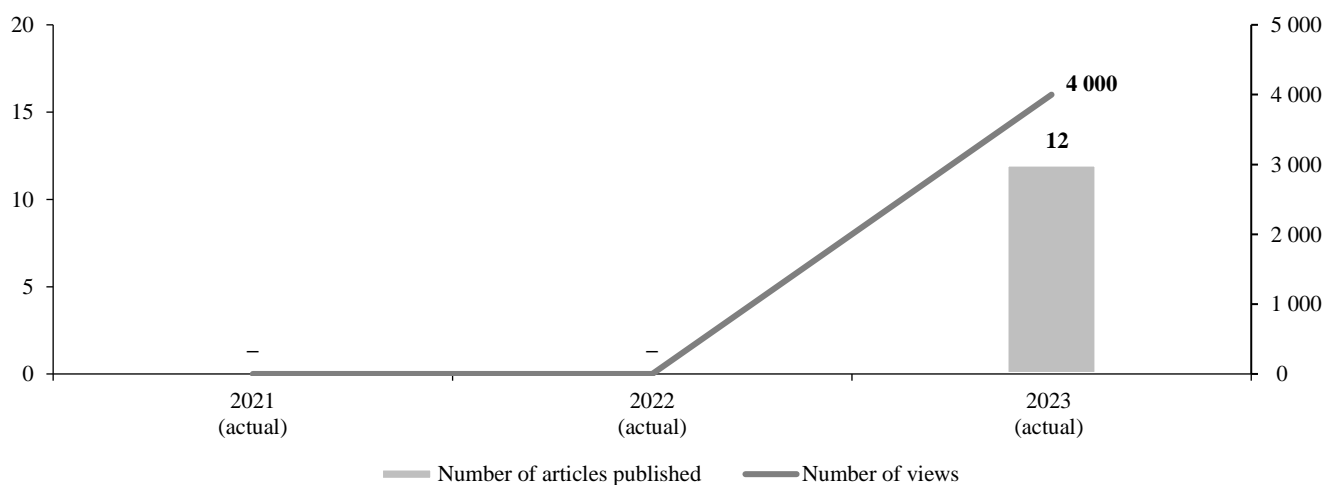
### Public learns about the challenges and opportunities for Angola's sustainable development efforts

11.42 Transforming4Trade focuses on strategic pillars for socioeconomic development, including agriculture and the creative industries. The subprogramme provided coverage of the Transforming4Trade initiative in Angola in a new series, which was an opportunity to highlight United Nations support for Angola's sustainable development efforts. Piloted in Angola under the Train for Trade II programme, the initiative is intended to help to reorient the country's development policies and partnerships towards fostering its productive capacities and economic transformation. Coverage included a special series of 12 articles, one special newsletter edition and a dedicated webpage of the full series. Transforming4Trade has been a focus of coverage for the *Africa Renewal* platform, but the profiling of Angola as an example is new. The page received more than 4,000 views in French and English, and a special edition magazine was created in digital format and was distributed in English and Portuguese to stakeholders and opinion makers across Angola.

11.43 Progress towards the objective is presented in the performance measure below (see figure 11.V).

Figure 11.V

**Performance measure: number of views of articles published on Angola's Transforming4Trade initiative**



## Planned results for 2025

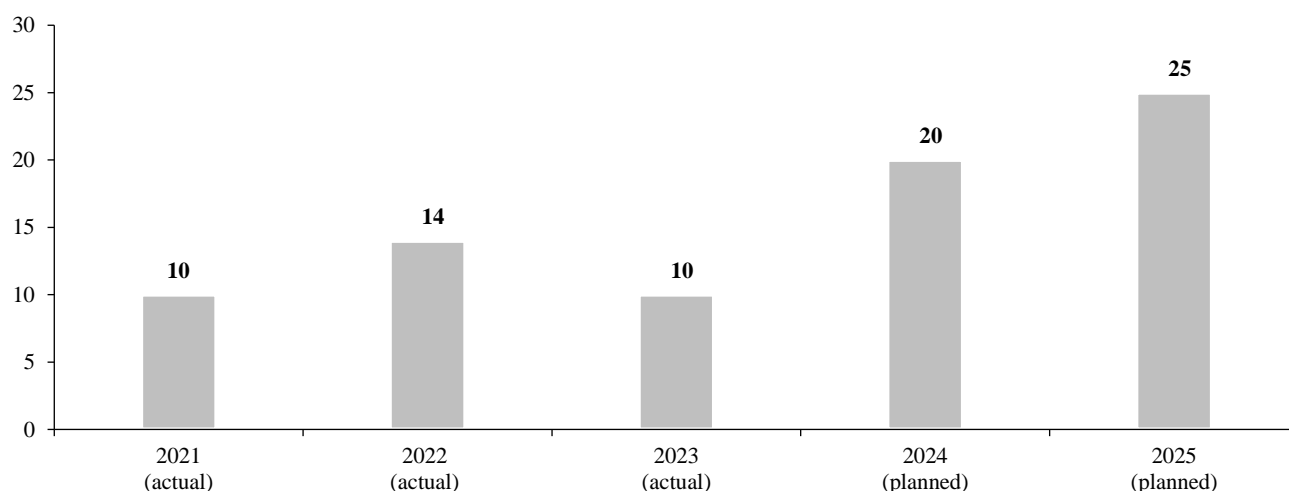
### Result 1: amplified African voices in the public sphere on issues relating to climate change and energy

#### Programme performance in 2023 and target for 2025

- 11.44 The subprogramme's work contributed to 10 African women experts cited in *Africa Renewal*, which did not meet the planned target of 14 African women experts. The target was not met owing to reduced capacity of the subprogramme, which limited its ability to generate additional digital content. The subprogramme is developing a pipeline of content to be published in 2024 and 2025.
- 11.45 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 11.VI).

Figure 11.VI

**Performance measure: number of African women experts on climate and energy cited, published or interviewed in *Africa Renewal* (annual)**



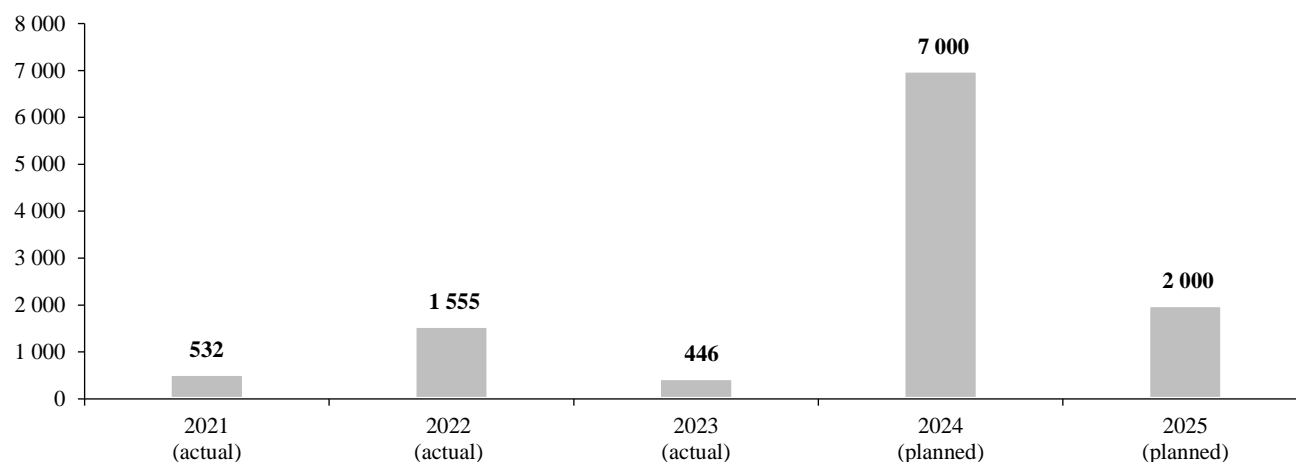
### Result 2: increased awareness of the general public on peace and security issues in Africa

#### Programme performance in 2023 and target for 2025

- 11.46 The subprogramme's work contributed to the publication of 25 articles with 9,170 page views and 446 audio plays, which did not meet the planned target of 3,500 plays. The target was not met owing to delays in the planned launch of a new website with the technology to host the content.
- 11.47 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 11.VII).

Figure 11.VII

**Performance measure: number of plays of Africa Renewal audio stories on peace and security issues (annual)**



### **Result 3: engagement of the general public on Africa's debt burden and potential solutions**

#### **Proposed programme plan for 2025**

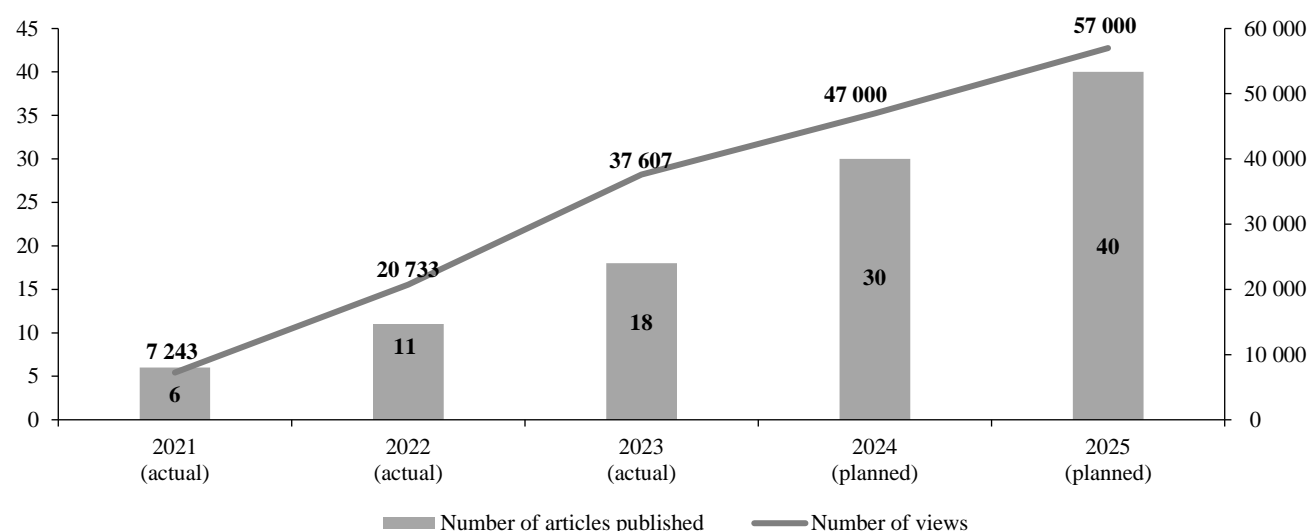
- 11.48 Public awareness of issues relating to Africa's debt burden is essential for fostering informed debates, promoting responsible governance and advocating for sustainable solutions to address debt challenges and support the continent's development aspirations. The subprogramme will work in collaboration with subprogrammes 1 and 2 and the African Union to increase awareness of challenges and potential solutions to Africa's debt challenge.

#### *Lessons learned and planned change*

- 11.49 The lesson for the subprogramme was the need to better identify and collaborate with contributors to broaden the reach and impact of the *Africa Renewal* platform and to tailor content for digital audiences. In applying the lesson, the subprogramme will focus on producing digital stories and content while leveraging an increasingly mobile and digital-led communication ecosphere across the continent, in order to increase awareness of the general public on Africa's debt burden as a challenge in achieving a sustainable future. The subprogramme will also work to increase outreach to academic stakeholders and media partners to further the reach of the narrative regarding the potential and successes of economies across the continent and the challenges that they face to achieve them.
- 11.50 Expected progress towards the objective is presented in the performance measure below (see figure 11.VIII).

Figure 11.VIII

**Performance measure: increased engagement of the general public on Africa's debt burden and potential solutions (annual)**



## Deliverables

11.51 Table 11.8 lists all deliverables of the subprogramme.

Table 11.8

**Subprogramme 3: deliverables for 2025, by category and subcategory**

*Category and subcategory*

### D. Communication deliverables

**Outreach programmes, special events and information materials:** partnerships with approximately 25 editors and writers at major media houses in Africa and other countries, education institutions, civil society organizations and creative communities to amplify *Africa Renewal* content for wider distribution and dissemination; 4 webinars with youth organizations; external communications products, including relating to the annual Africa Dialogue Series, the Commission on the Status of Women, the Economic and Social Council youth forum, the General Assembly and African Union flagship events; contributions to the work of the Regional Collaborative Platform for Africa and the interdepartmental task force on African affairs; and publicity in support of international, regional and local initiatives and campaigns that foster or have an impact on Africa's economic and social development.

**External and media relations:** media round tables; content tailored to specific media outlets interested in Africa's development for syndication or citation and in including relevant information on United Nations support for Africa in their own materials; and international, regional and local initiatives and campaigns that foster or affect Africa's economic and social development; and public information material, including media advisories.

**Digital platforms and multimedia content:** digital products and written and audio content for *Africa Renewal* digital platforms, including the *Africa Renewal* website, *Africa Renewal* social media accounts, monthly curated newsletters and a mobile phone application.

## B. Proposed post and non-post resource requirements for 2025

### Overview

- 11.52 The General Assembly, in its resolution [76/245](#), endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions in its report [A/76/7](#), to request the Secretary-General to review and report on the functioning of the reorganization of the Office at the seventy-ninth session of the Assembly. In addition, in line with Assembly resolution [77/262](#), the Office carried out a spending review in the context of the proposed programme budget for 2025.
- 11.53 It should be recalled that the Office embarked on a significant reform effort aimed at optimizing its mandate delivery. It adopted a three-pillar approach encompassing strategic planning, functional and structural reforms and enhancements in the area of human resources management. This endeavour has been characterized by a holistic approach aimed at addressing strategic, management, structural, capacity and work culture matters, as outlined below.
- 11.54 Strategic planning has been pivotal in shaping programme 9's direction and fostering alignment with Africa's development priorities. A strategic agenda was developed and adopted in December 2020, focused on six cluster<sup>1</sup> areas and underpinned by a results-based management approach. The strategic agenda has laid down a robust framework for planning and progress assessment that has been applied during annual planning workshops, facilitating collaborative goal-setting processes while promoting strategic alignment across units. This is evident across the programme budgets submitted from 2022 to 2025, which have consolidated a single programmatic focus for each new result across the three subprogrammes. Furthermore, the Office developed a value chain approach, coupled with a business workflow and a quality control system, which are steadily enhancing the delivery, output and quality of its knowledge products and initiatives. Since 2022, these elements have been consolidated into an annual results-based planning and budgeting exercise aligned with the programme budget cycle to ensure the optimization of resource allocation.
- 11.55 Functional and structural reforms have been instrumental in streamlining the Office's operations and maximizing its organizational effectiveness. The establishment of clear structures, reconfiguration of work units and reprofiling of some positions as submitted and approved through the 2022 programme budget have ensured the effective distribution of work and addressed shortcomings identified by the Office of Internal Oversight Services. In addition, the creation of the executive direction and management component has enhanced coordination and support services such as data, strategic communications, planning, budgeting, monitoring and evaluation, which have contributed to further optimizing programme delivery. In 2023, the Office adopted a communications and data strategy to lay a path for the development of those services, guided by best practices developed by the Department of Global Communications and the Office of Information and Communications Technology.
- 11.56 The enhancements in the area of human resources management, including linking individual workplans to the Office's programme of work and implementing a new performance evaluation mechanism, have underscored the criticality of human resources management for organizational success. To foster a transparent and objective performance management approach, planning and monitoring data from the Integrated Planning, Monitoring and Reporting application are used to complement the Inspira-based performance management cycle. This has been coupled with a comprehensive learning plan focused on building critical skills outlined in the United Nations 2.0 quintet of change, in particular with regard to data and policy analysis, which has contributed to increased skills development among staff.
- 11.57 The three reform pillars have not only led to reduced duplication and increased impact, but also increased productivity, thereby transforming the operational landscape of the Office. Regular programme delivery monitoring utilizing Umoja applications, including the Integrated Planning,

<sup>1</sup> Financing for development; peace and security; governance and human capital; science, technology and innovation; industrialization and the African Continental Free Trade Area; and energy and climate action.

Monitoring and Reporting application for delivery of outputs and Business Planning and Consolidation for budget consumption, has contributed to enhanced oversight and evidence-based decision-making and, in turn, has informed the programme budget development process. As presented in the programme budgets across 2023, 2024 and 2025, the Office has taken steps to realign planning assumptions on the basis of actual results and past budget consumption, aimed at optimizing resource use and enhancing expected outcomes.

- 11.58 With regard to the spending review, several measures have been put in place to optimize the use of existing resources and to review financial performance through the engagement of programme managers. To maintain ongoing coordination and oversight, quarterly meetings have been established to ensure coherence among subprogramme managers, while weekly meetings within each subprogramme ensure seamless coordination and supervision at the unit level. These frameworks facilitate oversight, reporting and corrective action by managers regarding programme implementation and budget allocation. They also serve as channels for sharing information on the annual programme plan and budget. Monthly updates on budget utilization and quarterly assessments of overall programme implementation are communicated to senior managers to support their decision-making processes. Elements of the current spending review have been integrated into these meeting structures and will continue as a good practice. Taking into account that staff capacities in the areas of planning, data and policy analysis have improved, the budget for consultants has been reduced and prioritized for strategic initiatives, such as the expected implementation in 2025 of technical components relating to the Office's data strategy. Similarly, the increased utilization of technological solutions such as software and the use of cloud-based applications for data processing have created new capacities within the Office, in particular concerning data collection and analysis. This results from a further review of the reform of the Office in response to the increased integration of the work between executive direction and management and the three subprogrammes. In particular, the provision of communications support to the programme offers an opportunity for staff reassignment, as in the case of one General Service (Other level) staff member who would be reassigned to assume the role as Graphic Design Assistant to the Strategic Management Unit while performing administrative functions in executive direction and management. The proposed reassignment would create synergies by allowing the establishment of two joint workstreams between executive direction and management and subprogramme 3 in support of the entire programme. In addition, the Office has maintained good practices through the application of lessons learned that emphasize the use of technology and digital solutions for everyday work, which has minimized the need to procure stationery and other office supplies, resulting in a reduction under office supplies and materials. Resources have been reorganized to cover the replacement of unserviceable equipment and furniture that have been assessed through annual equipment and software inventories. Furthermore, enhancements achieved in planning and organizing events by applying hybrid and online modalities using online conferencing technology have resulted in a reduction under experts and have increased the Office's reach to stakeholders through digital platforms. The reduction in experts under subprogramme 1 has enabled the Office to support the increased demand associated with the establishment of a domestic resource mobilization coalition and increased travel requirements under executive direction and management, while the increase in experts under subprogramme 2 to accelerate engagement with partners and experts is offset by the reduced requirements under contractual services owing to the agreed cost-sharing plan on related Regional Collaborative Platform activities. Notwithstanding the increased output of knowledge products, the Office managed to reduce its use of desktop publication and translation services, enabling further decreases under contractual services. In turn, the Office has leveraged these outputs for its knowledge broker and advisory functions, reinforcing in a positive manner a value-added programming approach.
- 11.59 The effects of this are evident when assessing data available through the Office's website, which demonstrate significant increases in engagement across three categories compared with 2022 and 2023 data: website users increased from 8,112 to 36,876; page views increased from 26,971 to 86,036; and the number of PDF downloads increased from 1,802 to 3,237. The increase in PDF downloads by 80 per cent, in particular, indicates a higher interest and engagement with the Office's

knowledge products, contributing significantly to its monitoring, coordination, advocacy and advisory functions. In developing the 2025 budget proposal, the Office has applied this planning assumption and has introduced new elements, such as policy innovation, collaboration with the African Peer Review Mechanism and the establishment of a fellowship for young Africans, which will further bolster and enhance the mandate delivery of the Office, both substantively and qualitatively.

- 11.60 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 11.9 to 11.11.

Table 11.9

**Overall: evolution of financial resources by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	2023 expenditure <sup>a</sup>	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	7 515.7	8 253.5	—	142.1	—	142.1	1.7	8 395.6
Other staff costs	57.9	203.7	—	—	(2.4)	(2.4)	(1.2)	201.3
Hospitality	—	1.7	—	—	—	—	—	1.7
Consultants	116.1	113.4	—	—	(14.1)	(14.1)	(12.4)	99.3
Experts	95.4	223.5	—	50.0	17.3	67.3	30.1	290.8
Travel of staff	268.0	192.4	—	60.0	8.1	68.1	35.4	260.5
Contractual services	498.8	556.1	—	53.8	(14.9)	38.9	7.0	595.0
General operating expenses	39.7	36.0	—	—	—	—	—	36.0
Supplies and materials	—	4.9	—	0.4	(1.0)	(0.6)	(12.2)	4.3
Furniture and equipment	35.5	17.0	—	4.6	7.0	11.6	68.2	28.6
Grants and contributions	67.0	10.3	—	312.3	—	312.3	3 032.0	322.6
<b>Total</b>	<b>8 694.0</b>	<b>9 612.5</b>	<b>—</b>	<b>623.2</b>	<b>—</b>	<b>623.2</b>	<b>6.5</b>	<b>10 235.7</b>

<sup>a</sup> At the time of reporting, the expenditure presented in this table and in subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 11.10

**Overall: proposed posts and post changes for 2025**

(Number of posts)

	Number	Details
Approved for 2024	44	1 USG, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 13 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL), 1 LL
Establishment	2	1 P-2, 1 GS (OL) under executive direction and management
Reassignment	–	1 GS (OL) Administrative Assistant as Graphic Design Assistant under executive direction and management
Proposed for 2025	46	1 USG, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 13 P-3, 2 P-2/1, 1 GS (PL), 9 GS (OL), 1 LL

*Note:* The following abbreviations are used in the tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; USG, Under-Secretary-General.

Table 11.11

**Overall: proposed posts by category and grade**

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	—	—	—	—	—	1
D-2	1	—	—	—	—	—	1
D-1	2	—	—	—	—	—	2
P-5	6	—	—	—	—	—	6
P-4	10	—	—	—	—	—	10
P-3	13	—	—	—	—	—	13
P-2/1	1	—	1	—	1	—	2
Subtotal	34	—	—	—	—	—	35
General Service and related							
GS (PL)	1	—	—	—	—	—	1
GS (OL)	8	—	1	—	1	—	9
LL	1	—	—	—	—	—	1
Subtotal	10	—	—	—	—	—	11
Total	44	—	—	—	—	—	46

11.61 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 11.12 to 11.14 and figure 11.IX.

11.62 As shown in tables 11.12 (1) and 11.13 (1), the overall resources proposed for 2025 amount to \$10,235,700 before recosting, reflecting an increase of \$623,200 (or 6.5 per cent) compared with the approved budget for 2024. Resource changes result from new mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 11.12

**Overall: evolution of financial resources by source of funding, component and subprogramme**

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Executive direction and management	1 669.9	2 061.2	–	493.2	12.4	505.6	24.5	2 566.8
B. Programme of work								
1. Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063	4 723.5	5 118.5	–	130.0	(12.4)	117.6	2.3	5 236.1
2. Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	892.6	1 096.1	–	–	–	–	–	1 096.1



**Section 11 United Nations system support for the African Union's Agenda 2063: The Africa We Want**

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
3. Public information and awareness activities in support of Agenda 2063	1 408.0	1 336.7	–	–	–	–	–	1 336.7
<b>Subtotal, B</b>	<b>7 024.1</b>	<b>7 551.3</b>	<b>–</b>	<b>130.0</b>	<b>(12.4)</b>	<b>117.6</b>	<b>1.6</b>	<b>7 668.9</b>
<b>Subtotal, 1</b>	<b>8 694.0</b>	<b>9 612.5</b>	<b>–</b>	<b>623.2</b>	<b>–</b>	<b>623.2</b>	<b>6.5</b>	<b>10 235.7</b>

**(2) Extrabudgetary**

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	149.6	587.9	(146.9)	(25.0)	441.0
B. Programme of work					
1. Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063	37.2	168.1	1.9	1.1	170.0
2. Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	–	–	–	–	–
3. Public information and awareness activities in support of Agenda 2063	–	–	–	–	–
<b>Subtotal, B</b>	<b>37.2</b>	<b>168.1</b>	<b>1.9</b>	<b>1.1</b>	<b>170.0</b>
<b>Subtotal, 2</b>	<b>186.8</b>	<b>756.0</b>	<b>(145.0)</b>	<b>(19.2)</b>	<b>611.0</b>
<b>Total (1+2)</b>	<b>8 880.8</b>	<b>10 368.5</b>	<b>478.2</b>	<b>4.6</b>	<b>10 846.7</b>

Table 11.13

**Overall: proposed posts for 2025 by source of funding, component and subprogramme**

(Number of posts)

**(1) Regular budget**

Component/subprogramme	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	12	–	2	–	2	14
B. Programme of work						
1. Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063	20	–	–	–	–	20
2. Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	5	–	–	–	–	5
3. Public information and awareness activities in support of Agenda 2063	7	–	–	–	–	7
<b>Subtotal, B</b>	<b>32</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>32</b>
<b>Total, 1</b>	<b>44</b>	<b>–</b>	<b>2</b>	<b>–</b>	<b>2</b>	<b>46</b>

Table 11.14

**Overall: evolution of financial and post resources**

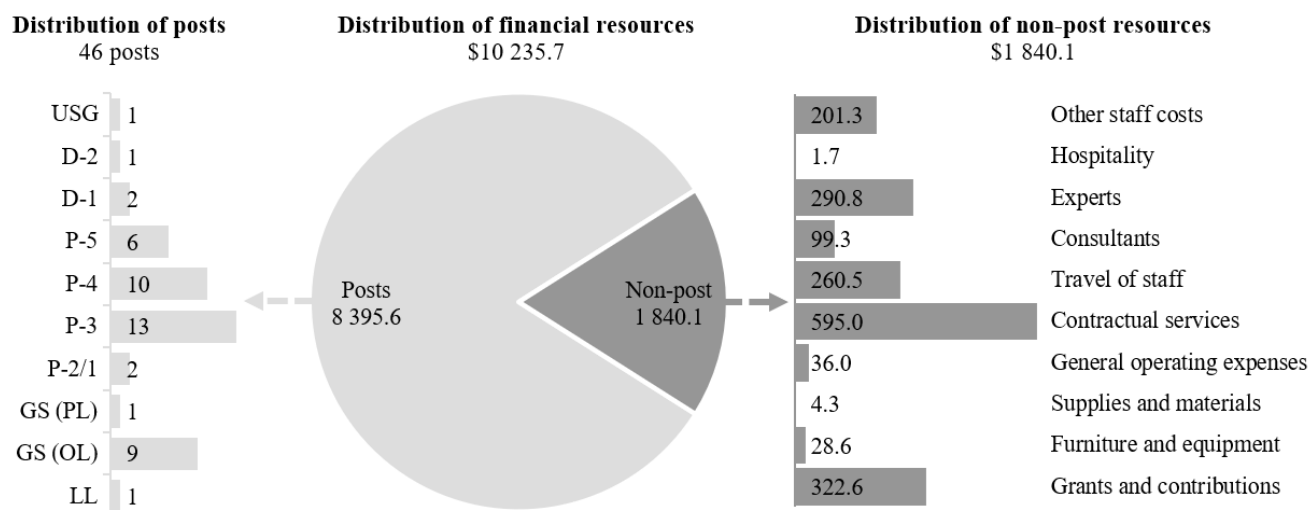
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	7 515.7	8 253.5	—	142.1	—	142.1	1.7	8 395.6
Non-post	1 178.3	1 359.0	—	481.1	—	481.1	35.4	1 840.1
Total	8 694.0	9 612.5	—	623.2	—	623.2	6.5	10 235.7
Post resources by category								
Professional and higher		34	—	1	—	1	2.9	35
General Service and related		10	—	1	—	1	10.0	11
Total		44	—	2	—	2	4.5	46

Figure 11.IX

**Distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)


**Explanation of variances by factor, component and subprogramme**
**Overall resource changes**
**New and expanded mandates**

- 11.63 As shown in table 11.12 (1), resource changes reflect an increase of \$623,200, pursuant to General Assembly resolution [78/263](#), whereby the Assembly requested the Secretary-General to present a proposal for the establishment of a fellowship for young Africans at United Nations Headquarters in New York to strengthen institutional capacities in policy analysis, design and monitoring, under the coordination of the Office of the Special Adviser on Africa; and to develop an initiative with the African Peer Review Mechanism on the strengthening of e-governance in Africa through policy

innovation and transformative technologies. In implementing these mandated activities, resources would be allocated to executive direction and management and subprogramme 1, as follows:

- (a) **Executive direction and management.** To support the fellowship programme for young Africans, an increase of \$493,200 would provide for: (i) monthly stipend, onboarding and repatriation travel, separation grant and medical insurance for a first cohort of 10 fellows during a six-month period from July to December 2025 under grants and contributions (\$312,300); and (ii) the establishment of two posts (1 P-2 and 1 General Service (Other level)) for management and overall support of the fellowship programme, including outreach and coordination efforts under the guidance of the Under-Secretary-General, considering the expected high volume of applicants under posts (\$142,100), as well as non-post resources associated with the new posts (\$8,800). Annex II to the present report provides detailed job description of the two posts. In addition, an increase of \$30,000 would cover staff travel in efforts to engage with the African Peer Review Mechanism and provide for high-level missions led by the Under-Secretary-General for the implementation of the initiative;
- (b) **Subprogramme 1, Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063.** An increase of \$130,000 would provide for the implementation of the initiative with the African Peer Review Mechanism, including: (i) experts (\$50,000) for travel of high-level African officials to regional workshops for the development of capacities in the Mechanism's support structure; (ii) travel of staff (\$30,000) for organizing the workshops and supporting the missions of the Under-Secretary-General in support of the Mechanism; and (iii) contractual services (\$50,000) for translation and interpretation services for the workshops.

#### Other changes

11.64 As shown in table 11.12 (1), resource changes reflect a net change of \$0, as follows:

- (a) **Executive direction and management.** The net increase of \$12,400 reflects an increase of \$18,400 under travel of staff, resulting from the proposed inward redeployment from subprogramme 1 to cover increased demands associated with the establishment of the domestic resource mobilization coalition and for executive advisory services, offset in part by a decrease of \$6,000 under consultants owing to an increased reliance on internal capacity;
- (b) **Subprogramme 1, Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063.** The net decrease of \$12,400 reflects a decrease of \$18,400 under travel of staff, resulting from the proposed outward redeployment to executive direction and management, as explained above, and a decrease of \$1,000 under supplies and materials, due to the increased use of digital resources, offset in part by an increase of \$7,000 under furniture and equipment to replace laptops that will expire in 2025.

#### Extrabudgetary resources

11.65 As reflected in table 11.12 (2), extrabudgetary resources amounting to \$611,000 would complement regular budget resources and would be used for non-post resources to sustain initiatives established in 2023 and 2024 through extrabudgetary resources, such as the online course on developing strategies for the promotion of durable peace through sustainable development interventions, engagement with African academics through the United Nations-Office of the Special Adviser on Africa academic conference and building a network to allow academics and policymakers to exchange and jointly develop knowledge products on issues of priority for the African continent.

11.66 The extrabudgetary resources under the present section are subject to the oversight of the Special Adviser on Africa on the basis of the delegated authority from the Secretary-General.

## Executive direction and management

- 11.67 The executive direction and management component comprises the Office of the Under-Secretary-General and the Strategic Management Unit.
- 11.68 The main responsibilities of the executive direction and management component include:
- (a) To represent the programme and facilitate the interaction of the three subprogrammes with other entities and stakeholders;
  - (b) To contribute to and facilitate debate among Member States, in particular those in the Group of African States, on the strategic direction of programme 9;
  - (c) To develop a forward-looking strategy for the activities of programme 9 to respond to emerging and foreseeable priorities of African Member States and the African Union;
  - (d) To coordinate the joint planning and performance monitoring of programme 9 and to provide strategic guidance for the prioritization of issues within the programme;
  - (e) To provide strategic guidance for the development of policy for, and to provide direction for and ensure the implementation of, the programme of work of the Office, through continuous planning, monitoring and evaluation of subprogrammes performance;
  - (f) To promote transparency, cooperation, synergies and coherence among the three subprogrammes;
  - (g) To provide guidance for the mainstreaming of data analysis and management into the programme's activities;
  - (h) To manage all administrative issues regarding the functioning of the Office and to provide logistical and administrative support for subprogramme 1;
  - (i) To contribute to United Nations reform discussions, in relation to improving system-wide coherence in United Nations development work in Africa.
- 11.69 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Office is integrating environmental management practices into its operations. The Office will continue to reduce its carbon footprint by utilizing virtual platforms for strategic engagement and interaction with its stakeholders, as feasible, and by implementing measures to limit energy waste, recycling obsolete information technology equipment and raising staff awareness.
- 11.70 Information on the timely submission of documentation and advance booking for air travel is reflected in table 11.15. The lower compliance rate is due to the late receipt of documents for travel requests or participation as part of delegations of senior officials. The Office will continue to take measures to enable the timely submission of travel requests.

Table 11.15  
Compliance rate

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	—	—	25	100	100
Air tickets purchased at least two weeks before the commencement of travel	50	47	10	100	100

- 11.71 The proposed regular budget resources for 2025 amount to \$2,566,800 and reflect an increase of \$505,600 compared with the approved budget for 2024. The proposed change is explained in paragraphs 11.63 (a) and 11.64 (a) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 11.16 and figure 11.X.

Table 11.16

**Executive direction and management: evolution of financial and post resources**

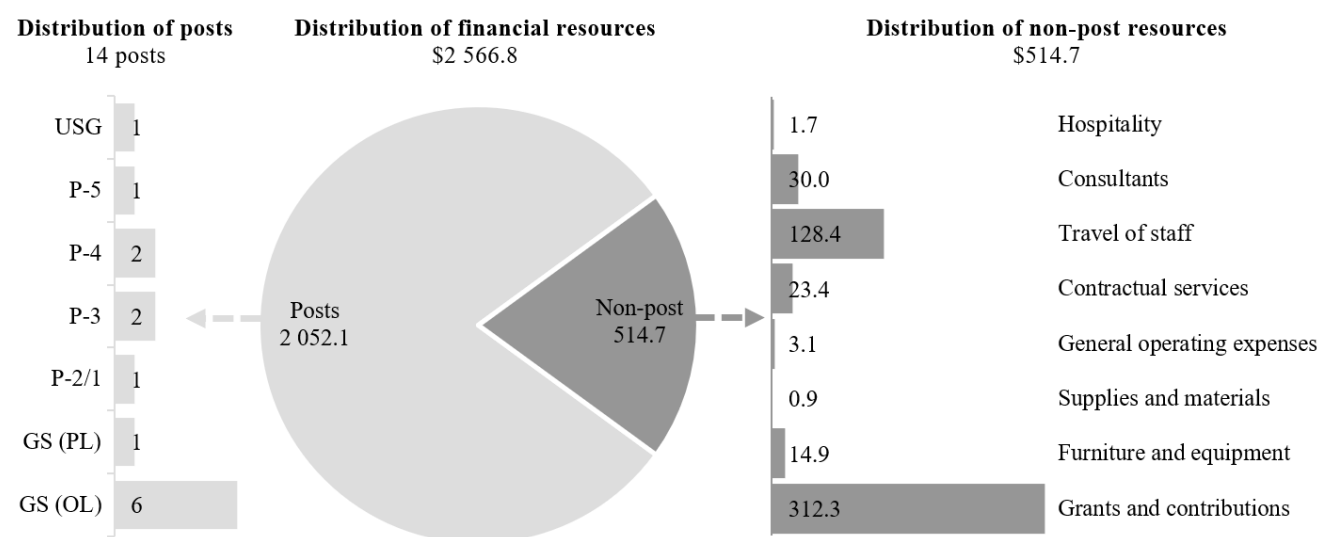
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	1 541.3	1 910.0	—	142.1	—	142.1	7.4	2 052.1
Non-post	128.6	151.2	—	351.1	12.4	363.5	240.4	514.7
Total	1 669.9	2 061.2	—	493.2	12.4	505.6	24.5	2 566.8
Post resources by category								
Professional and higher		6	—	1	—	1	16.7	7
General Service and related		6	—	1	—	1	16.7	7
Total		12	—	2	—	2	16.7	14

Figure 11.X

**Executive direction and management: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)


**Programme of work**
**Subprogramme 1**
**Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063**

- 11.72 The proposed regular budget resources for 2025 amount to \$5,236,100 and reflect a net increase of \$117,600 compared with the approved budget for 2024. The proposed change is explained in paragraphs 11.63 (b) and 11.64 (b) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 11.17 and figure 11.XI.

Table 11.17

**Subprogramme 1: evolution of financial and post resources**

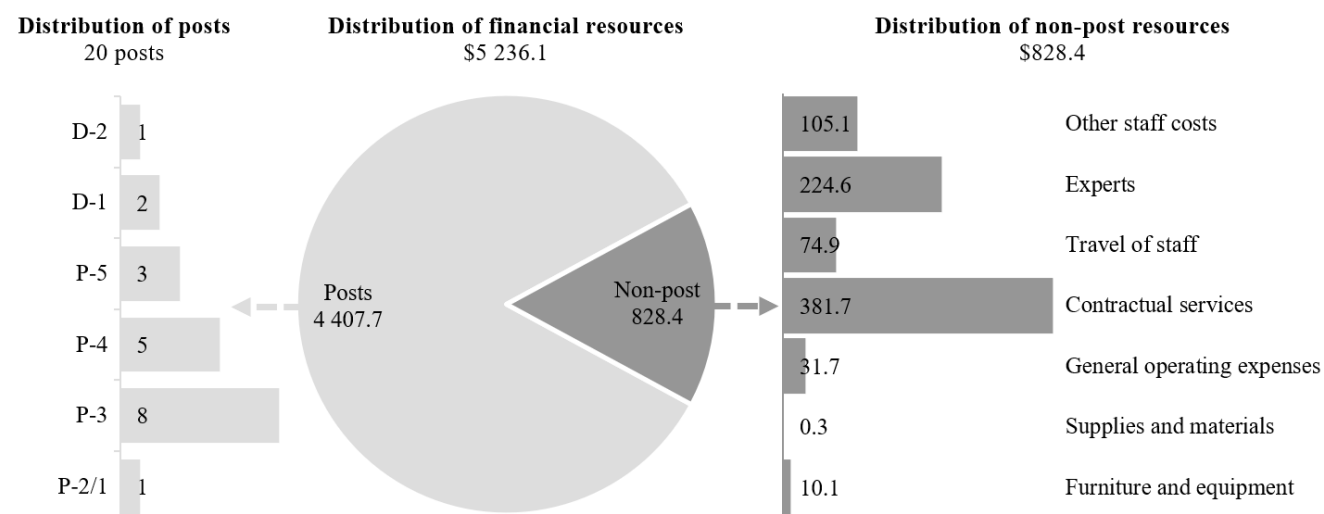
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	4 062.4	4 407.7	—	—	—	—	—	4 407.7
Non-post	661.0	710.8	—	130.0	(12.4)	117.6	16.5	828.4
Total	4 723.4	5 118.5	—	130.0	(12.4)	117.6	2.3	5 236.1
Post resources by category								
Professional and higher		20	—	—	—	—	—	20
General Service and related		—	—	—	—	—	—	—
Total		20	—	—	—	—	—	20

Figure 11.XI

**Subprogramme 1: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)


**Subprogramme 2**
**Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063**

- 11.73 The proposed regular budget resources for 2025 amount to \$1,096,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 11.18 and figure 11.XII.

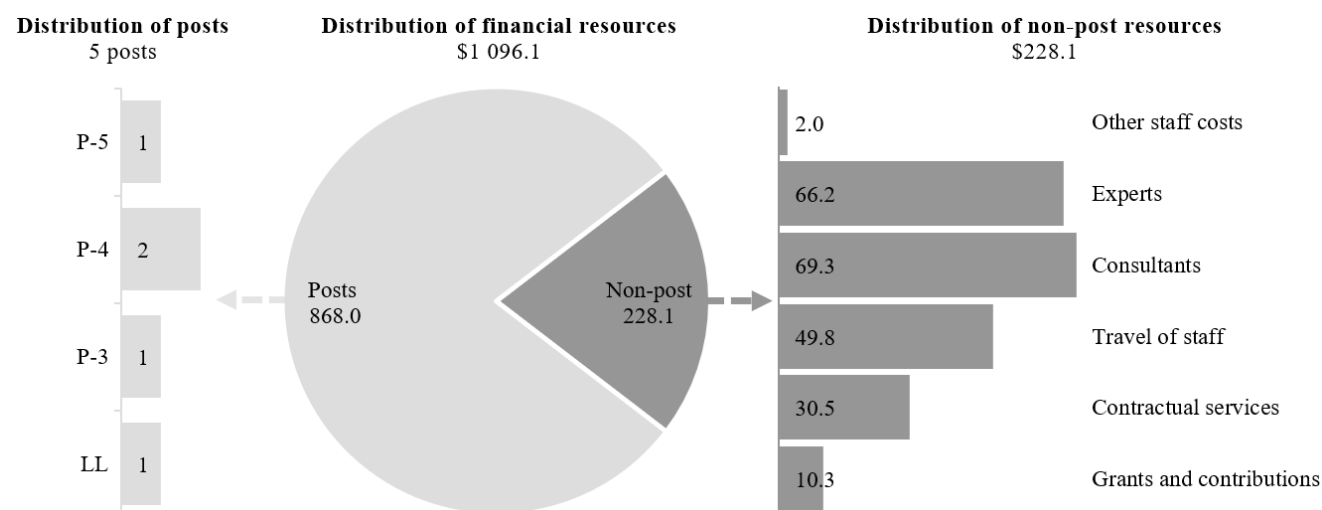
Table 11.18  
**Subprogramme 2: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 appropriation	Changes					2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	708.9	868.0	—	—	—	—	—	868.0	
Non-post	183.1	228.1	—	—	—	—	—	228.1	
Total	892.0	1 096.1	—	—	—	—	—	1 096.1	
Post resources by category									
Professional and higher		4	—	—	—	—	—	4	
General Service and related		1	—	—	—	—	—	1	
Total		5	—	—	—	—	—	5	

Figure 11.XII  
**Subprogramme 2: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



### Subprogramme 3 Public information and awareness activities in support of Agenda 2063

- 11.74 The proposed regular budget resources for 2025 amount to \$1,336,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 11.19 and figure 11.XIII.

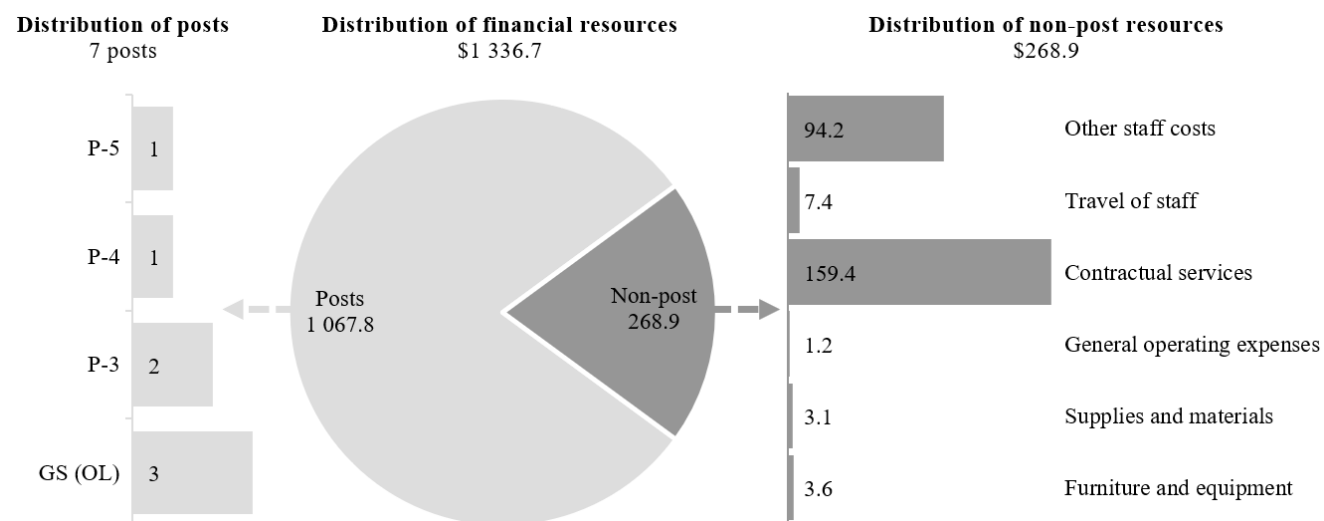
Table 11.19  
**Subprogramme 3: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	1 203.1	1 067.8	—	—	—	—	—	1 067.8
Non-post	204.9	268.9	—	—	—	—	—	268.9
Total	1 408.0	1 336.7	—	—	—	—	—	1 336.7
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		3	—	—	—	—	—	3
Total		7	—	—	—	—	—	7

Figure 11.XIII  
**Subprogramme 3: distribution of proposed resources for 2025 (before recosting)**

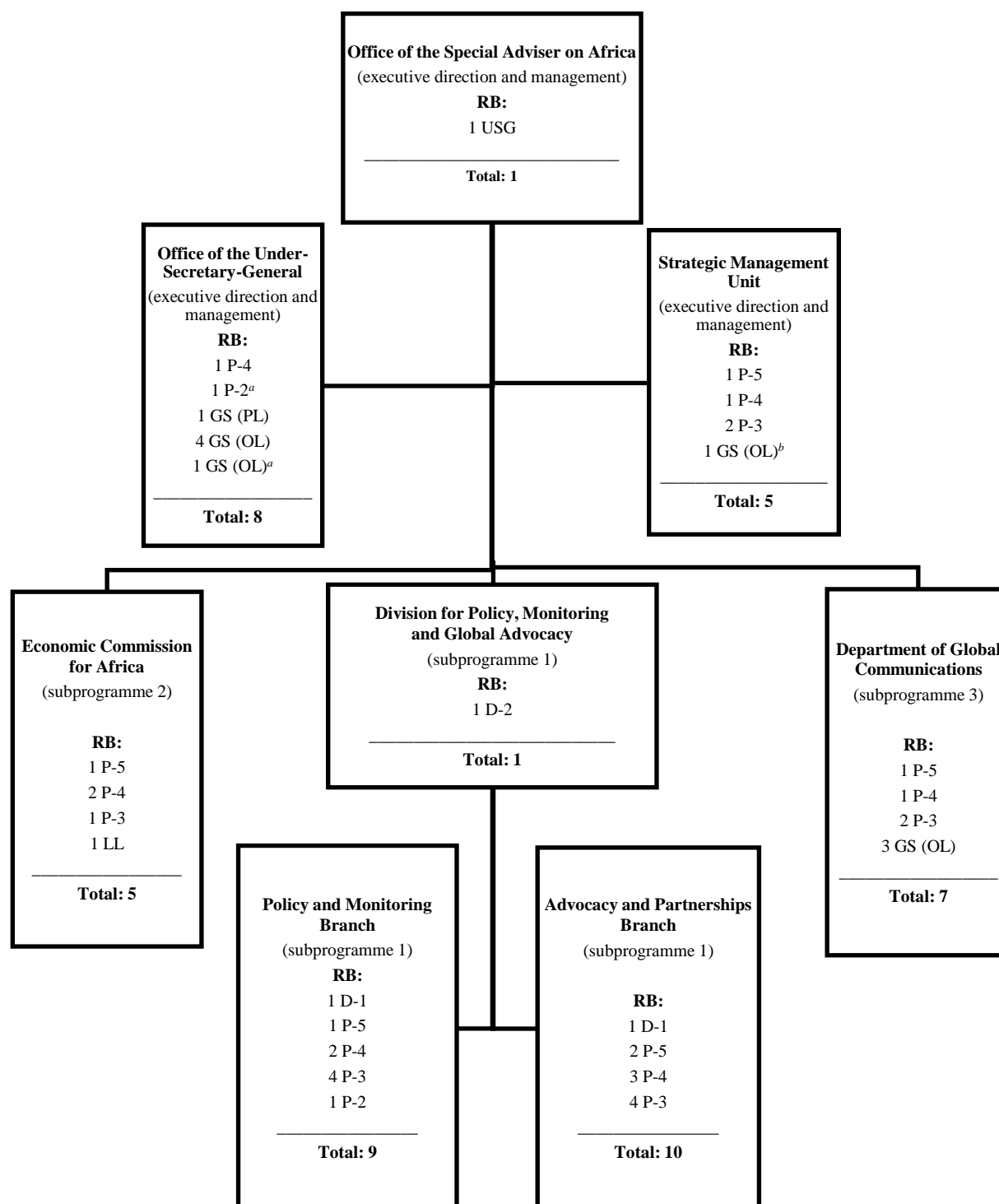
(Number of posts/thousands of United States dollars)





## Annex I

## Organizational structure and post distribution for 2025



*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; RB, regular budget; USG, Under-Secretary-General.

<sup>a</sup> Establishment.

<sup>b</sup> Reassignment.

## Annex II

## Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	P-2	<b>Establishment of 1 Associate Administrative Officer</b>	The Associate Administrative Officer would be responsible for coordinating the fellowship programme, under the guidance of the Under-Secretary-General. In particular, the incumbent would be responsible for outreach and partnership management with: (a) United Nations entities, to identify and define fellowship opportunities in various departments; (b) donors, to raise additional extrabudgetary funds that support the expansion of the programme; (c) African Union institutions, to identify and define specific opportunities for the continuation of each fellow's tenure in the African Union; and (d) academic institutions, to promote the fellowship. The incumbent would also be responsible for: (a) the development of specific terms of reference for each fellowship; (b) the review of the suitability of applications and management of the administrative aspects of the selection of the fellows, and coordination of their placement with participating entities; (c) the design and coordination of the fellows' capacity development programme; (d) the review of the fellows' programme of work; (e) supporting the development of the Office's programme budget relating to the implementation of the fellowship; and (f) the review and approval of payment of stipends and other programme expenditure.
	1	GS (OL)	<b>Establishment of 1 Programme Management Assistant</b>	The Programme Management Assistant would be responsible for the overall support to the fellowship programme, including: (a) the publication of the fellowship opportunities; (b) the receipt of applications and review of eligibility criteria; (c) visa and travel arrangements; (d) management of the monthly payments of the stipend and entitlements; (e) support for the implementation of the fellows' programme of work, including assisting in research and collection and analysis of data, preparing data presentations and assisting in the finalization of reports; (f) the drafting of correspondence and management of communication regarding the coordination of the fellows' network; (g) the maintenance of personnel files on all fellows; (h) the monitoring of the use of funds and the implementation of the programme of work; and (i) the preparation of the quarterly and annual summary report on the implementation of the fellowship programme. The post would provide adequate support for managing the fellowship, in particular given the expected high volume of applicants.
	–	GS (OL)	<b>Reassignment of 1 Administrative Assistant as Graphic Design Assistant</b>	This proposal results from the review of the reform of the Office and responds to the increased integration of the work between executive direction and management and subprogramme 3 in the provision of communication support to the programme.

*Abbreviation:* GS (OL), General Service (Other level).